ACQUISITION SUPPORT CENTER STRATEGIC PLAN

This is the Strategic Plan for the U.S. Army Acquisition Support Center (ASC). It is designed to provide a written record of the organization's course for the next five years, and should be considered a living document – it will be reviewed semi-annually and updated on a biannual basis. Accomplishment of the objectives contained within this plan will further ASC's goals and provide structure for leadership decisions well into the future.

The Strategic Plan is a guide to the organization's strategic direction. By consulting the Strategic Plan, ASC employees at all levels will be able to determine the goals and objectives on which ASC's leadership is basing its decisions.

ASC is a Direct Reporting Unit[1] under the Office of the Army Acquisition Executive (AAE), Assistant Secretary of the Army (Acquisition, Logistics and Technology) (ASA (ALT)). The governing authority for ASC is General Order 9, effective October 1, 2002

Mission. Support the readiness of the Army's warfighter by enabling the development of a world class professional acquisition workforce, effectively acquiring and stewarding resources, and providing our customers with the best possible products and services.

Vision. Recognized as the premier agency providing seamless support to the Army acquisition community through superior leadership, professionalism, quality, competence, and commitment.

Purpose. The purpose of this strategic plan is to provide all members of the ASC a clear direction emphasizing areas of strategic importance to the accomplishment of ASC's mission and realization of ASC's vision. ASC employees should be able to gain an understanding of ASC's strategic focus and direction both from this written plan and by viewing ASC's Balanced Scorecard. Consistent with the Army's Balanced Scorecard approach, the plan will phrase ASC's strategic objectives in terms of three main perspectives: Ends (Stakeholder Objectives/Core Competencies/Strategic Outcomes), Ways (Internal Processes), and Means (Learning and Growth plus Resources). This approach will demonstrate the linkages between different levels of the organization, as all facets of ASC contribute towards the accomplishment of the Strategic Plan.

The strategy mapped out here for the organization is not a statement of ASC's daily tasks, but instead provides a guide for ASC to improve upon those tasks, and how the organization can deliver better products and service to its stakeholders.

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[1] AR 10-87, currently in draft form, will establish the parameters for Direct Reporting Units (DRU). We anticipate that a new General Order will establish ASC as a DRU.

Core Functions. ASC has several core functions/competencies necessary to achieve its mission.

- Institutional management of the Army Acquisition Corps (AAC) and the Army Acquisition workforce. The Director of ASC is also the Deputy Director for Acquisition Career Management (DDACM), and ASC works with the Military Deputy (MILDEP) to the ASA (ALT), who is also designated as the Director, Acquisition Career Management, to oversee the Army Acquisition workforce.

- Customer service and support to the Program Executive Offices (PEO) in the areas of human resources, resource management (manpower and budget), force structure, and acquisition information management.

- Customer service and analytical support to various DoD elements (USD(ATL), ASA (ALT), MDA, etc).

- Acquisition career management support to the acquisition workforce. This support is in the form of plans, policies, programs, and direct support to acquisition organizations and individual members of the acquisition workforce.

- Communication of the vision and mission of the AAC within the acquisition community and Army wide. The primary vehicles for this are the *AL&T Magazine* and convention displays (e.g., AUSA). ASC also communicates its mission and capabilities to the acquisition community through various outreach/marketing techniques and tools (e.g., website, brochures, etc.).

In addition to performing its mission requirements, ASC has oversight for several pieces of the ASA (ALT) Strategic Plan. Some of these activities may take the form of strategic initiatives designed to improve the performance of strategic objectives on the ASA (ALT) Scorecard. The following strategic objectives are supported by ASC at the behest of OASA (ALT).

Alignment with the ASA (ALT) Strategic Plan. ASA (ALT)'s Strategic Plan has five strategic objectives that ASC directly supports:

- Promote Acquisition Corps leadership development

- Develop and implement an Acquisition Corps leadership strategy

- Promote workforce professional development

- Staff the Acquisition workforce

- Institutionalize acquisition workforce forecasting, development and resourcing

ASC will continue to develop and implement initiatives that directly and indirectly achieve these higher-level strategic objectives.

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The Plan

ASC will begin by working to establish Acquisition as a recognized proponency. ASC should be the source for all acquisition career development information. As the proponent for acquisition career development, ASC must be able to provide timely and accurate responses to all requests for career development information that come to the organization. The field may be said to have recognized ASC as a proponency when ASC becomes the first and last place an Acquisition Workforce member turns for career development information.

ASC will continue to focus its efforts on its core missions: acquisition career management and PEO/Program Management (PM) support for resource management, human resources, force structure, and information management. In addition to career management, ASC has oversight for the strength of the Acquisition Workforce, and will concentrate its efforts on transforming the workforce to meet current and future challenges in acquisition. Promoting acquisition professional development through continuous learning and developmental assignments will provide the Acquisition community with the workforce it needs to meet the Army's requirements.

Additionally, the Acquisition Workforce needs to develop leaders who are able to face and deal with a wide variety of challenges in the coming years. Both military and civilian leaders require education, training, and a breadth of experience in order to succeed. By linking current leader development initiatives with new ideas under a relevant and ready acquisition leader development strategy, ASC can improve the probability of success for training leaders at all levels of their careers.

One of ASC's end-state level strategic objectives is to provide effective customer service and support to the workforce. It is important not only to perform daily tasks at an acceptable level of competence, but also to strive to improve on the processes that underlie those tasks, and to ensure that progress is being made towards an overall improvement in the level and quality of customer service and support that the organization provides. Business as usual is unacceptable, and each division needs to be able to identify the indicators that let them know they are doing their jobs well.

Streamlining [MACOM] command support processes will allow ASC to continue providing high level support to the PEOs in the realms of resource management, program structures, and human resources. The intent of this objective is to focus ASC's command support so that it more effectively meets the needs of the PEOs. Lean/Six Sigma will play a vital role in the process improvement aspect of this objective to improve efficiency while maintaining effectiveness levels. ASC will act on the Army's guidance to implement Lean/Six Sigma in the effort to save time and money, as well as to improve performance.

We will make ASC staff support to ASA (ALT) indispensable. In an era of constrained budgets and limited resources, it is not enough for ASC to simply perform its mission, no matter how well it does so. Unstated in ASC's duty description is its catch-all role for

actions that ASA (ALT) needs accomplished on an ad hoc basis. Rather than shying away from this responsibility, ASC should embrace it, and strive to be the resource which the AAE and MILDEP rely on when they want precise and timely answers to difficult questions. Doing so will ensure that ASC remains an integral piece of ASA (ALT) in the future.

The Methods:

The preceding strategic objectives can only be accomplished if processes that affect them are being done within ASC. Strategic objectives at the process level will keep ASC on track to complete its core/stakeholder strategic objectives.

If ASC maximizes its automation tools, it can enhance its efficiency. If, for example, the Acquisition Career Managers have to spend less time working with the workforce to ensure that acquisition career record briefs are up to date, they will have more time to spend assisting the workforce in other ways. Just as the organization automated the application process for ATAP applications, any other ways in which we can automate processes will make us more efficient.

This strategic plan is the result of an organization-wide effort. All divisions in ASC worked with ASC's leadership to compile and confirm the strategy contained herein. If ASC is to have a strategy for the way it conducts business in the future, it must institutionalize strategic planning in the organization now. When ASC begins to turn to the strategic plan, or question its priorities based on its Balanced Scorecard reports, the organization will have internalized strategic planning.

Embracing better business processes gives ASC another tool with which to fight the ever-tightening budget constraints. As with other areas of the organization, those processes which focus on the business side of our work need to be crisp and streamlined to the maximum extent possible. ASC will work to identify and document its critical business processes in order to set about the task of continuously improving them over time.

As the source for career management and career development information for acquisition personnel, ASC publishes policies for the acquisition workforce. In recent years, those policies have not always been updated in a timely fashion. ASC must ensure that published acquisition workforce policies are updated and relevant in order to continue to be a sought-after source for the workforce on policies and procedures.

As a precursor to establishing ASC as a recognized proponency, ASC must first transform Acquisition Career Field proponency. This is a means of ensuring that all proponency bases are covered, and that ASC is prepared to assist any customer who comes to ASC for assistance in this arena. The intent of this objective is to make certain that ASC has a robust proponency support capability.

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Important as it is for ASC to promote professional development, we have an obligation to make sure that the educational and developmental opportunities we promote are the right ones. Ensuring relevant and ready training and development opportunities means providing training and education that actually enhances a workforce member's professional development. We must avoid offering opportunities just for the sake of offering opportunities. Having in place opportunities that the workforce not only needs but wants makes ASC that much more valuable as an organization.

Transforming human resources management practices for senior civilian Acquisition Workforce members allows us to improve retention rates in the Acquisition Corps. Increasing our employees' job satisfaction, building a better bench, and getting the right people in the right jobs should all result from this focus. Activities such as senior service college, and employee placement after graduation, help to retain an ever decreasing commodity – the skilled and experience workforce. Through coordination with the MILDEP, ASC has begun to reform the placement of senior service college graduates. In order to keep the focus on this objective, ASC will continue to measure progress towards ultimate transformation of the process. This will enable a more dynamic and flexible workforce, and will enhance working relationships across OASA (ALT).

The Military Acquisition Position List (MAPL) review and the Command Select List (CSL) review processes are major focal points and time-intensive events in the Program Structures Division. With dwindling resources on hand and the high customer demand for a completed MAPL, it is necessary that ASC streamline this process. ASC must also continue to simplify and execute a more flexible and dynamic CSL process in order to be both responsive and accurate. Improved technical and procedural changes to the MAPL and CSL reviews will likely improve both, and will maintain the accuracy of the data while reducing the time it takes to complete the reviews. Maintaining customer satisfaction with our work is critical to retaining our place as the go-to organization for these types of products.

While the ASC website and strategic communication function offer easy means of providing information to the workforce, these tools can be enhanced to improve our outreach practices.

Core Principles:

Taking care of employees is just as integral to ASC's success as correctly managing fiscal resources. With that in mind, ASC will strive to promote the well being of its employees. An employee with a good sense of well being enjoys a safe and comfortable work environment, is satisfied with his or her job, receives the appropriate education necessary for the job, and is compensated with a reasonable standard of living. "People First" must be the common standard.

Part and parcel of managing ASC's resources comes from everyone in the organization – at both the leadership and staff levels – knowing the proper way to deal with those

resources. To this end, <u>instilling Army Values</u> in the ASC workforce is one of the organization's strategic objectives. Employees who embrace the Army Values will conduct business in an upright and honest fashion.

Given current budgetary impacts and ongoing challenges to managing the existing operating budget, ASC must continue to offer a high level of service while functioning in a fiscally sound manner. ASC will strive to <u>lower administrative costs</u> (particularly through the LEAN/Six Sigma process). Along those lines, ASC will also try to <u>lower the operational cost of doing business</u>. This objective will require the cooperation and interaction of every division in ASC, as administrative costs are shared across the divisional structure. One method of lowering operational costs might be further reliance on VTC technology to cut down on the need for travel. Other avenues of savings must be explored, as well.

ASC must identify any breakdowns in internal communication. We will <u>pursue more effective communication processes</u> to ensure that such breakdowns occur infrequently, if at all

STRATEGIC OBJECTIVES

The Ends: Progress towards these objectives will help ASC to not only accomplish its core competencies, but also improve upon them.

E1 - Establish Acquisition as a recognized proponency

E2 - Promote acquisition professional development

E3 – Ensure relevant and ready acquisition leader development strategy

E4 - Provide effective customer service and support

E5 – Streamline [MACOM] command support processes

E6 – Make ASC staff support to ASA (ALT) indispensable

The Ways: Successful processes enable successful achievement of ASC's end objectives

W1 – Maximize automation tools to enhance ASC efficiency

W2 – Institutionalize strategic planning in ASC

W3 – Embrace better business processes

W4 – Ensure that published acquisition workforce policies are updated and relevant

W5 – Transform Acquisition Career Field proponency

W6 –Ensure relevant and ready training and development opportunities

W7 – Transform HR management practices for senior civilian ACQ WF

W8 – Simplify the Military Acquisition Position List (MAPL) review process

W9 – Pursue more effective communications processes

W10 – Enhance outreach practices

W11 – Promote well being

W12 – Promote Army values

The Means: These resources underlie the entire success of the organization.

M1 – Lower administrative costs

M2 – Lower operational costs

CRAIG A. SPISAK
Director